

A Big Picture View of the 21st Century

By Carolyn Corbin

It is always a privilege to work in the state of California. You are on the leading edge of social happenings in the United States. When events and trends are occurring in your arena, within a five to ten-year period, they will sweep across the remainder of America. Therefore, to be in tune with what the future holds for the next decade in the United States, it is profitable to study the issues in your great state.

My assignment today is to provide you with a big picture view of the 21st century—the trends, issues, and expected changes. Throughout this presentation, I will also show the implications for California in general and libraries specifically. When I work in California, I learn from you. Thus, during my time here, we will be sharing ideas with one another.

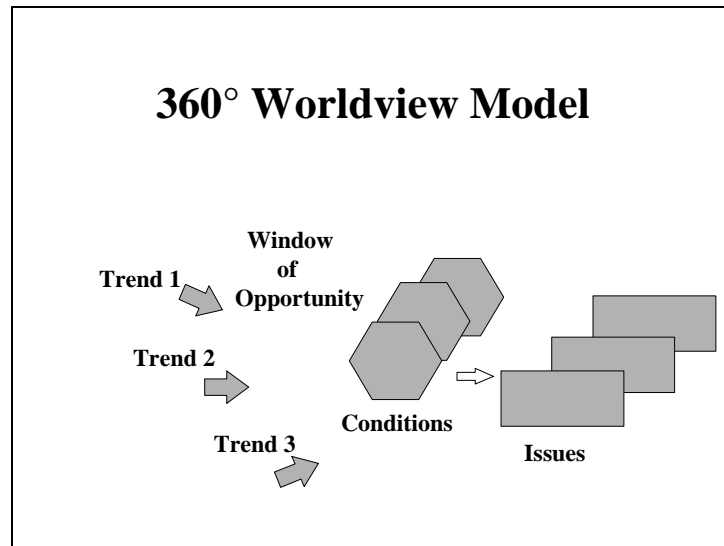


Figure 1

Before we enter the discussion, I want to introduce you to the 360° Worldview Model in Figure 1. There are four important concepts to remember as we view the paradigm. *Trends* are general tendencies. *Conditions* happen when trends intersect. *Issues* result from conditions. Usually, issues are points of conflict or discussion and/or things that must be dealt with for successful outcomes. Between the time when trends happen and the condition arises lies a *window of opportunity*. This window is a key to directing outcomes.

Since we all have been affected by the terrorist attacks on New York City and Washington D.C., on September 11, 2001, we will apply the following example using Figure 1. Previous to the attacks, there were several trends occurring: bombing of U.S. embassies around the world, U.S. planes being sabotaged in past years, earlier World

Trade Center bombing, *USS Cole* explosive attack in Yemen, just to name a few incidents. At some point, these trends led to a terrorist attack (condition) on the United States on its own soil. Once this tragedy happened, there were many issues that surfaced: dealing with the dead, wounded, and missing; compensation to families; prevention of another attack; health factors; homeland security; economic fears; airline financial woes; restoring the physical infrastructure in New York, and many other consequences.

However, between the times that the trends were occurring and the terrorist attack happened on U.S. soil, there was a window of opportunity—an opportunity to intervene and prepare for a possible terrorist incident. Obviously, the United States did not use that window of opportunity to produce satisfactory results. In all cases, what we choose to do (or not do) during that window of opportunity will be critical in the 21st century. Not noticing the trends and not exercising the proper intervention before a suspected condition occurs can be deadly, as we have seen.

Of course, not all conditions emanating from trends are this tragic. Conditions can be either positive or negative. Keeping a sharp eye on the elements of this model, however, will be a contributing factor to success in this new era. Twenty-first century leaders must be able to see the future with clarity. This model will help develop that clear view.

Welcome to the 21st Century

As we have entered the third millenium, the world has indeed changed. These changes are not caused so much by the fact that we are now in the 2000s as by the fact that people, technology, and science are metamorphosing at warp speed. If we reflect on the Figure 1 model, we would say that trends are colliding. If you think change is rapid today, just wait until tomorrow! There are several dynamics that are already evident as we have crossed the threshold into this new century. Here are five conditions that are due to escalate and spew challenging issues.

1. Accelerated structural change

There are two types of change—cyclical and structural. In cyclical change, “what goes around comes around.” In other words, change in this arena has predictable cycles. For example, you have witnessed real estate cycles in the past. When housing is in recession, you are confident that at some point, the recession will end and a housing boom will again occur. Not too many years ago, economists could predict booms and busts based on statistical analysis because they had identified real estate cycles. Another example of cyclical change is the changing of the seasons. We know that summer will always follow spring and that nature has predictable cycles. Many of us who are Baby Boomers were reared during a time of mostly cyclical change.

However, another type of socioeconomic change has been increasing since the middle 1960s. This type of change is known as structural change. In California, most all of you have experienced earthquakes. During this phenomenon of nature, the earth actually moves and restructures the very foundation on which you stand. No matter how hard you try, there is no way that you can reassemble the earth back to the exact way it was before

the earthquake occurred. The change that took place was structural. The change is permanent. Structural change is hard to predict. The outcomes are not exactly known until after the change has occurred.

In today's socioeconomic climate, structural change is accelerating. Leading an organization through structural change takes a special set of leadership skills—skills that most people have yet to develop. In structural change, experience may not be the best teacher. In fact, experience may be a hindrance. In dealing with structural change, leaders need to know how to think about challenges in a different way from how they addressed these issues in the past. They must take a fresh, innovative approach in order to survive.

2. Warp speed

Structural change will be happening at warp speed. The only problem with this situation is that it is not the speed that becomes warped. It is the people trying to survive the force and dynamics of rapid change that suffer. Time is being measured in nanoseconds (one billionth of a second) and femtoseconds (one millionth of a billionth of a second) to capture the rapidity with which communication transmission can take place. Today, one trillion bits (terabit) per second communications can usher in speeds of transmission that boggle the human mind, according to Graham T.T. Molitor, vice president and legal counsel for the World Future Society and president of Public Policy Forecasting. Laboratories are demonstrating transmission rates of 10 terabits per second. Computers have not yet caught this rapid light wave transmission; but when they do, the 24 million books in the Library of Congress could be dispatched in approximately 18 seconds.¹ Is that faster than a speeding bullet?

In times of swift change and rapid speed, human coping capabilities are continually challenged. The only way that people can survive this onslaught of warp-speed communication is through teamwork, technology, and innovation. Those of you who influence the library system in California will be at the forefront of the movement to communicate information to your users at ever increasing speeds coupled with the demand for availability of all resources on a 24/7 basis (24 hours per day, seven days per week).

3. Stiff competition

As more nations enter the capitalistic trade environment, more global businesses will enter the commercial arena. Because of the sheer numbers of companies in the world trade environment, competition will increase among all companies of the world. As competition increases, profit margins will decrease causing companies to become more innovative in their overall strategy of market survival and productivity.

As global competition increases, more companies will need to reduce overhead to bare minimum. More people will be contingent workers than in the past. The permanent workforce will be a lesser percentage of all workers than are in the present-day workforce.

This reduction in permanent workforce has implications for the library system and for state government. As more workers become independent and are working from home-based offices, the need for information directed to the home office will increase. Whereas people have often used corporate libraries for their research in the past, this information must be available outside the corporation to contingent workers. I envision close association of the state system with private business in supplying information needs to a rapidly deploying workforce. Much of the workforce of the United States will even reside in foreign countries, yet work in the United States via the Internet. They will need access to a virtual corporate library. In times of shrinking resources, public and private partnering will be necessary. Duplication of efforts, although sometimes considered to be a luxury, will be considered wasteful in a time of razor-thin margins and increased public demand for corporate and government stewardship.

The corporate world is often a bellwether for government. When trends happen in business, within ten or fewer years, that same trend hits the government sector. Does that mean that government will outsource more work and employ more contingent workers? Yes, in my opinion. When business margins are thin, government budgets are adversely affected. Productivity then must be enhanced at all levels of government.

For libraries, the need for services will be greater and resources will be more limited. The answer to this dilemma will be innovation. When that happens, libraries will not continue doing the same things better, but will do different things very productively. In fact, an *innovation* can be defined as a new product, service, or system which has been introduced within the last three years. If you are using a system, product, or service that is more than three years old, it should be reevaluated in order to maximize your effectiveness. A caveat: never be afraid to discard products, methodologies, services, and systems that are no longer productive. In a warp speed world, you must reduce excess capacity in order to move faster, more flexibly, and more efficiently.

4. Knowledge, the new capital source

Capital is that which produces wealth. Since the early 1990s, there has been more investment in the United States in information systems than manufacturing capital equipment. This investment shift indicates that our new source of wealth is knowledge. One might think that information is the source of wealth. But information is no good unless it is translated into intelligence, or knowledge. You, more than most people in our great country, realize that there is a plethora of information available. In fact, we are exposed to more information in one day than people who lived in the 1700s were exposed to in a lifetime. Yet, unless we convert this information into intelligence, which we capture, store, manipulate, communicate, make judgements on, and use, then this information is no good to us at all.

Bits of information lying in disconnected units are not helpful. Take the national terrorist tragedy that occurred on September 11, 2001, for example. Information was available concerning the possibility of a terrorist attack. In fact, we had previous incidents overseas and threats on our own soil. However, this information was not organized and converted into knowledge and transmitted to the proper authorities who could respond in a timely manner to avert the debacle. The whole disaster can be partially attributed to a

breakdown in knowledge management that cost thousands of lives and forever changed the United States of America.

Libraries have always been great storehouses of information—and will continue to be. However, to be an even greater asset in the future, library systems must be in the intelligence business by taking the information and translating it into the knowledge that people need to affect specific desired outcomes. This innovative service can open up a whole new arena for libraries and multiply their worth to society.

5. Focus for success

Focus coupled with research and development for innovation. Does that create a paradox? Possibly. But the two must coexist in the 21st century. An organization must decide what its core competency is and develop that specific specialty to its fullest extent in order to be successful in this new century. Narrow your organizational purpose for sharper focus. Center on your mission for maximum success. Work on no more than three goals at a time. Be able to state your organizational purpose in ten or fewer words; five or fewer words are preferable.

When your purpose is exactly defined, innovation must occur in order to help you become more productive in executing your mission. Some organizations earmark as much as twenty percent of their yearly budget for research and development and for experimenting with new systems and services. How much of your budget is allocated for innovation?

Once you introduce an innovation, you must have a way to measure its effectiveness. One measurement might be numbers of people using a new service. If the system is revenue-producing, a measurement might be increase in revenue since introduction of the new system. In order to measure outcomes, innovation results must be quantifiable.

Six Trends Changing Our Lives

Six trends are, to a great extent, responsible for producing the five escalating conditions discussed above. Everything from family to the workplace is undergoing a metamorphosis. We will spend the remainder of our time together discussing these six dynamic trends that are forever changing our lives.

1. Increasing freedom

From foreign countries to the workplaces of the USA, people are demanding increasing freedom—and getting it. For three decades, the vast global communications network has introduced people to freedom as a way of life. It is instinctive to the human race, it seems, to want to be free. The poem by Emma Lazarus, which is inscribed on a bronze plaque mounted on the base of the Statue of Liberty reads, in part: “Give me your tired, your poor, your huddled masses yearning to breathe free....” That quote implies that people have come to America for centuries in the quest for freedom and a better way of life. This

trend is now going one step further. The quest for freedom in the United States is felt in the continuing push for First Amendment (to the U.S. Constitution) rights. A push to the outer limits. In fact, often one individual's rights become another person's victimization if those rights go too far. Who draws those boundaries and where they are drawn will be a growing controversial issue.

The countries of the world will continue to democratize. In the 1970s, not even 30 percent of the countries on earth were democracies. Now almost 70 percent of the countries on planet earth are considered democracies, and that number is increasing. CNN is to be given a great deal of credit for this movement. When it began broadcasting into countries ruled by totalitarian regimes, the people received a glimpse of how free people of the West live. They wanted that way of life for themselves and began movements toward democratic governments. Some movements were peaceful, others were bloody. However, the world over, democracy is winning.

People also increasingly desire to exercise more moral and ethical choices. Two areas in which people demand more freedom are the right to die and the right to create or deny life. In some nations of the world, euthanasia is acceptable and legal. Within thirty years, that freedom to choose death over life will prevail in the United States if present trends continue. Abortion is already a controversial issue in the United States, and will continue to become more accepted as a right. Cloning of humans, although a new concept, will first become acceptable in Europe, then eventually will be accepted and legal in the United States for restricted purposes.

Nowhere is the movement for freedom more evident than in the U.S. workplace. Worker empowerment has been emphasized since the mid-1980s, but for a decade past that, was not a pervasive reality. However, with the increasing influence of Generation X (people born from 1965-1976) and Generation Y (people born between 1977-1997), the workplace will be more open to empowered workers. Why the change? These two generations will not work for an organization that does not respect their ideas. They want to own their work. Flexibility in the workplace is a requirement. With 50 percent of the Baby Boomers retiring, especially in the government sector, in the next ten years, the torch will be passed to these two generations who have an entirely different work agenda. One of the greatest workplace challenges over the next decade will be intergenerational values conflicts.

2. Progressing peace among superpowers

Throughout history, we have watched superpower nations rise and fall. At this time, there is only one superpower in the world—the United States. However, there are many great nations who will eventually be economic powerhouses. They will then reach superpower status based on their economic role in the global community. China will rise to be the world's second largest economy, if not the largest, within fifteen years.

Financial relationships. As nations establish economic relationships, there is substantial advantage to avoiding a state of war. Foreign countries are making increasingly larger investments in the United States, and the United States is making increasingly larger investments in foreign countries. For example, just under 20 percent of U.S. stocks and

securities are owned by foreigners.² If we own part of other countries, and they own part of us, it would be bad judgement indeed to launch weapons of mass destruction against much of one's own property. Thus cross-pollinating of investments will promote world peace among global powers. Military competition is giving way to financial competition.

Small nation wars. The major sources of war and/or random violence in the 21st century will be small, rogue nations or militant, angry groups with a particular cause that begs for publicity. That situation is already coming to pass. When military might is relatively small, and nations or causes feel they need to make an attention-getting point, they use terrorism. Because terrorism strikes by surprise and appears to the victims to be somewhat random, the perpetrators of the act can achieve maximum media impact.

Terrorism. Used by nations and cause-oriented militant groups for hundreds of years, terrorism as a concept is not new. The United States has experienced terrorism many times before. In the 1940s, 1950s, and early 1960s, movies and television shows depicted plots in which outlaws terrorized the settlers in the Old West. The whole show was built around the good guys chasing down, and ridding the area of, the bad guys. California was spotlighted in many of them. That is just one example.

Although the movies and TV shows were largely fictitious, the plot is not that different in real life. The technology for crime fighting is more sophisticated than in the Old West, but we are now labeling the terrorists as “bad guys” and the “good guys” (United States and its partners) are bound and determined to put the terrorists out of business.

When terrorism proliferates, resources must be allocated to respond with both preventive and defensive measures. After the September 11, 2001, attacks in New York and Washington D.C., people in the United States began to take homeland security more seriously. Just before those attacks, Northwestern Mutual, by coincidence, had commissioned a Harris Poll to study the first college graduating class of the new millenium—the class of 2001. One of the questions addressed pertained to the degree of concern about the threat of terrorism in the United States. Sixteen percent of the respondents were concerned about terrorism before September 11. After September 11, 2001, another study of the group was done by the same pollsters. The percentage of respondents concerned about the threat of terrorism in the USA had risen to 41 percent.³ There now appears to be public awareness of the very real threat that various groups pose to our domestic security.

U.S. citizens are concerned and will demand that their homeland become more secure. The Federal and state governments—as well as local governments—will respond accordingly. With that issue in mind, many of the resources that had been allocated to other non-related areas before September 11 will now be diverted to domestic security issues. This could have a direct impact on some of the future plans for the library system. Funds might be diverted to the cause of security—especially when funds are scarce in the first place.

Because people want to feel more secure in their homes and plan to conduct more activities from home, there is a prime opportunity for the library system to have interactive capabilities in each home in California that is equipped with the supporting

technology. The more resources libraries can maintain online, the better. There are great possibilities for virtual reality in each home as well as the more standard reference areas.

The types of suicide bombings that are currently happening in Israel will eventually happen in the United States. People will be more careful about congregating in public places, although by no means will Americans let their fears stagger their long-term progress. The phenomenon of terrorism is so new to Americans that they are puzzled and shocked about how to react. Thus, if more terrorism strikes in the USA, there could be a temporary fear factor that would cause people to be anxious about visiting public places. If library systems were already in place to respond to more home use—even greatly increased home schooling—the library system would be at a distinct advantage. I am even talking about having all books in the system capable of being downloaded into a book-like device (a computer) thereby very greatly reducing traffic in the physical library. The computer “books” (e-books as they are sometimes labeled) are being improved so that the contrast and resolution on the “pages” will be more comfortable to the human eye in the future. Until e-books can emulate the weight, size, page flexibility and thinness, and comfort of today’s physical books, this concept will not emerge in the public arena to a great extent. Terrorism threats, however, could hasten the progress of such innovations because e-books will trigger structural change in the primary functions of physical, brick-and-mortar libraries.

3. Rapidly advancing technology

The driving force of change in the 21st century is the rapidly escalating advancement of technology. The prosperity of the U.S. economy in the 1990s was largely due to the introduction of innovative systems of knowledge. If innovation is the trump card for an organization’s competitive position, then the United States trumped the rest of the world with its Number 1 ranking beginning in 1995. However, the United States is projected to drop to fifth place by 2005 if present trends continue.⁴

Warp speed. Productivity increases normally accompany technological advances. Because there is always a learning curve involved with introductions of new technology, stress levels of U.S. citizens, and especially members of the workforce, are at an all time high. Fast has become faster to produce warp speed movement of data, goods, services, and people. And this movement will become even faster.

Along with the speed of both introduction of innovative technology and transportation of data itself comes the miniaturization and blending of the technology. In the not too distant future, the storage capacity of our laptops will fit into a college class ring. In that device will be at least a combination of online communication capability, television, and telephone—all totally portable and detached. The only problem will be seeing a device so small. The space age fantasy that Baby Boomers watched on their childhood TV programs will soon become reality. Gadgets described in riveting fiction books of the past will become everyday tools.

Because of this miniaturization and blending, technology can be used anytime, anywhere. This phenomenon will have great implications for living and working. Workers will be scattered throughout the world and technologically interconnected. People will live in

places of preference rather than locate to a particular locale because of work demands. Communities will increasingly become commodities competing for people to reside in them based on the quality of life and amenities that they offer.

The library system will be an integral part of this quality of life movement. The availability of information to convert into intelligence is of increasing importance to business and individuals in the competitive marketplace. Readily available, user-friendly, and accurate information will give companies and workers the competitive edge in a performance-based world.

As we have mentioned before, knowledge is becoming an increasingly greater percentage of wealth production in the United States. The remainder of the world will follow suit in due time. The ability of a nation to stay competitive in the global marketplace depends on its citizens' capability of taking complex information and then storing, managing, and transmitting it throughout the world.

In this new century, problems must be solved at the point of contact. Knowledge readily available makes individuals more capable of making sound decisions. This reality not only pertains to nations, but applies to businesses, governments, non-profits, and all other viable organizations as well. The opportunities for library systems to partner with organizations in all categories for vast, complex information mining and knowledge management paradigms are endless. Libraries can be a gold mine to organizations seeking to excel in this new economy.

Have/have-not gaps. However, all this dynamic change is mind-boggling to many people. They are having a difficult time coping with the tremendous technological revolution that is taking place. Workers who do not know how to use information technology will be left behind. Even workers in the trades use computers for making sound decisions. For example, computer aided design for home building is widely used by carpenters and homeowners without consulting an architect, whose domain it was formerly to custom design houses. Automobile mechanics must be able to use sophisticated computerized equipment. Thus the gap is growing between those people who are able to use necessary technology and those who choose not to learn to use the technology. That gap translates into the *haves* and *have nots* in this 21st century economy. Income levels—and to a great extent, quality of life—will be determined by the preeminence of knowledge a person possesses coupled with that individual's ability to apply that intelligence in practical situations.

Libraries are a primary tool for filling that gap. By targeting those people likely to be left behind in the new economy, public funds can be allocated to make information available to those individuals who cannot afford to privately acquire information systems. Of course, availability of information and intelligence is only a part of the solution to the have/have not gap. Motivation plays an even bigger role. Partnerships between library systems, education, and the community can be set up to mentor this target group.

Social disconnect. A distinct problem resulting, in part, from technological advancements is that of a social disconnect. People are forming communities based on Internet communications or individually isolating themselves in front of the computer

while gathering data and playing games. They are cocooning in their homes for work, play, and family life. Networking requiring human face to face interaction in the community at large is thereby reduced.

In his noteworthy work, *Bowling Alone*, Harvard professor Robert D. Putnam has identified the value of social networks. He calls the connections among individuals *social capital*. He shows the positive correlation of a community's degree of social connection to such trends as economic prosperity, education and children's welfare, safe and productive neighborhoods, public health, and personal happiness. Putnam urges people to reconnect for the good of our country as well as for their own positive personal well-being.

Putnam ranked the states based on a Social Capital Index developed from fourteen indicators. California ranks near the national average although it plots slightly to the left of average on a continuum from low to high with only eighteen states ranking lower.⁵ In relation to library services, this would indicate a tendency for the citizens of California to desire more independent, individualistic, multiple-choice access to library services. The general preference would be for the service to come to them rather than their accessing a physical traditional library facility. In other words, online services made available on an individual basis will fare well in California.

4. Changing capitalism

Capitalism is an economic system. It is characterized by open competition in its purest form. The United States does not operate in a pure state of capitalism. It has a socialistic element. In its pure state, capitalism failed in the 1930s according to MIT economics professor Lester Thurow.⁶ During the Great Depression, many businesses failed. At first, people had no safety net in the form of unemployment insurance. Many farm businesses failed. In the beginning, there were no crop subsidies. Social Security, introduced in the early 1930s, ranged from limited to nonexistent for some people. Many elderly and disabled people were poor. Thus, government systems of support were inaugurated as safety nets to help people through tough times in their lives—thus creating a semipure capitalistic economic system.

Winner take all. The question becomes: Can the United States continue to have the degree of governmental support of programs that it has at the present time? My answer is *no*. The logic I use to justify my answer is based upon the growing global economic climate and the growing needs in our own country. As Europe and Asia begin, in the ensuing years, to fuel the competitive fire in the world economy, profit margins will become thinner for most businesses competing in the global arena. With Internet expansion and more sophisticated capability, knowledge workers can perform work tasks anywhere on planet earth (or out of this world) from anyplace, thus eventually rolling back worker compensation due to worker competition. Increasing needs of the U.S. population will continue to pressure governmental budgets. The threat of increased taxation will cause empowered citizens to voice their opinions at the ballot box.

My view is that a countertrend will begin. Capitalism will move toward a purer state worldwide due to the inability of governments to support social promises of the past.

When capitalism trends to a purer form, competition increases and the Darwinian capitalism theory prevails. The results become “winner take all.” The fittest (meaning most flexible) survive.⁶ This will cause continued downsizings in challenging times and temporary upsizings in good times. This accordion employment approach will be practiced first by businesses. Later, government agencies will follow this paradigm. At some point, businesses will choose not to hire very many people permanently and will hire more workers on a contingency basis. Likely, governments will also follow this model. This phenomenon will introduce an old concept back into the world of work—that of entrepreneurship, although it will look different than in the past. This work model has not dominated the work arena since the agricultural age. This will be an interesting turn of events since, in my estimation, only about 10 percent of the worker population of America is prepared for such an eventuality.

About 90 percent of the workers in America will need to be retrained to exist in this safety-net-reduced economy. During the transition period, personal chaos will abound and stress levels will be high. This will trigger economic structural change because the way we do business in the USA depends on most people’s receiving a regular paycheck. For example, home mortgages and automobile loans are calculated based on regular payments with the theory in mind that people are receiving specific sums of money on a regular basis. In pure capitalism coupled with a contingent workforce, that system of lending and payment plans may need to be revisited.

In reality, the idea of the regular paycheck for a majority of the U.S. population is a relatively new idea brought about by the industrial revolution beginning in Great Britain during the last half of the 18th century and spreading into the United States in the early 19th century. Before that time, most of the agricultural world did not know the security of regular, guaranteed sums of money in exchange for work. The industrial model changed the economy of the world. We have now moved from the industrial model in the United States to the knowledge model. Just as the industrial model altered where and how people performed work, this new structural change will again modify the content, place, manner of compensation, and tasks performed when people are considered to be working.

All this change happening as the world moves toward a purer state of capitalism will create a society wherein people’s social value will be based on performance. Just as sports celebrities are rated by their performance, so will workers be rated in this new economy. This new social rating system will challenge such accepted concepts as university tenure and organizational seniority. Such concepts will go the way of the dinosaur within the next 25 years.

Library implications. What are the implications for libraries? In my opinion, measuring systems must be in place to justify expenditures and show performance enhancement on a regular basis. Systems and services that do not perform well according to accepted measurement criteria will be eliminated. The luxury of maintaining underperforming, nice-to-have, services and systems will become nonexistent. Accountability will be demanded both on an individual and also on an organizational level.

However, in this plausible scenario, libraries can make a tremendous contribution to society. If social performance in general, and workplace performance in particular, are

becoming primary measures of one's value to society, then libraries can partner with education and the community to identify those individuals and groups that will be left behind in the social value equation. Together, this partnership can formulate a plan to groom those at risk (for not being able to compete in the 21st century economy) for participating in the new environment. Failure to do so will be costly in the form of low economic performance, violence, incarceration, drug abuse, and other projected social ills.

California's recipe for volatility. Because California has a significant segment of the population at risk for reduced social performance, this new form of capitalism could be costly to the Golden State, which is already operating under heavy state government budgetary pressures. According to the U.S. Census Bureau, California has a greater percentage of children below the poverty level than the USA's national percentage; yet the median income per capita in California is higher than the national figures. Match this with only 18 states scoring lower on the Social Capital Index discussed earlier, a higher percentage in California than the U.S. national percentage not receiving a high school diploma or its equivalent, yet more than the national percentage graduating from college. This statistical combination could result in an increasing rich/poor gap and a potential for increased youth and young adult violence. A definite recipe for social volatility!

5. Increasing understanding of diversity

Diversity in the United States is here to stay. California is one of the most diverse states in the USA. Therefore the whole nation is watching you to see how you manage your diversity issues. National and state leaders are taking notes on the challenges and opportunities offered by diverse, empowered populations.

Gender balance. The Bureau of Labor Statistics indicates that the workforce consists of 47 percent women and 53 percent men. California's workforce consists of approximately 45 percent women and 55 percent men according to the U.S. Census Bureau's Census 2000 data. The number of women in the workforce is growing. I believe that by the end of the first quarter of this century the percentages of men and women in the workplace will be close to equal. Structural change will then occur in the workplace—affecting everything from leadership style to the nature of the workplace itself.

Men and women will share home responsibilities more equitably in the future. However, due to the prevalence of more two-career couples, the workplace will increasingly take over responsibilities traditionally borne by women in the past. According to Hewitt Associates, a management consulting firm specializing in human resources, 87 percent of businesses surveyed offered childcare and 15 percent offered sick/emergency childcare programs. Employers will also bear part of the responsibility for eldercare. Referral centers for care of the aged and elder day care centers will proliferate in larger organizations as aging Baby Boomers care for their elderly parents and as the 78 million Baby Boomers themselves begin to age and Generations X and Y begin to have responsibilities for them.

In the workplace, women will achieve greater degrees of power. Because knowledge workers will predominate, and knowledge work performance is measured by degree of

competence, women will make great strides in occupying leadership roles in the future. The power structure in organizations will begin to shift.⁷

Ethnic mosaic. California is a leading ethnic mosaic state. By the year 2050, no ethnic group will hold a majority in the United States. That non-majority status will occur more quickly in California. Whereas the United States has approximately a 76 percent white population according to the year 2000 Census reported by the U.S. Census Bureau, California has 59.5 percent of its population classified as white. The Hispanic segment of the population is growing rapidly. Thus the nation as a whole, which has been dominated by white power and culture for almost a quarter of a millenium, will become a nation of empowered cultures sharing power and responsibility for shaping the policies and direction of our nation. California will cast the paradigm for this demographic and cultural shift. One of California's greatest future challenges will be to create unity in the midst of diversity.

Varied household types. Many Baby Boomers grew up in a household with Dad as the primary breadwinner and Mom staying at home in suburbia to nurture the children. This paradigm of the 1950s has become known as the traditional family structure. However, tradition is shifting. Households are becoming quite varied. Living arrangements are varied. There are probably 12 to 20 different combinations of family living arrangements in America. And the definition of *family* is changing from people who are related based on common ancestry to people who choose a close relationship with one another.

This new definition will greatly impact employee and governmental benefit programs. The structure of benefit payments will be redefined and broadened thus adding costs to all programs in the future. This phenomenon could hasten the model presented earlier wherein the majority of the workforce are contingent and contract labor who will perhaps be expected to be responsible for their own benefits as self-employed contractors are today.

Even the building industry will be affected by the movement from the traditional family model to the numerous varied household types. In Europe, there are already housing units built with movable (and removable) walls so that they can be put in place, moved, or removed based on number of people in the household. For example, while children are in the household, more bedrooms are necessary. When they leave for college, the home can be converted to have more public space capacity by removing some of the portable bedroom walls. Then if elderly parents come to live with their middle-age children, a section of the house can be partitioned so that two couples can live in the house independently. The housing industry in the United States is taking a close look at this flexible housing concept.

Heavy influence of Generations X and Y. Baby Boomers dominate leadership positions today, with some folks older than Baby Boomers still active in socially influential roles. Baby Boomers, approximately 78 million people strong, will continue to dominate for several years. However, within the next fifteen years, the torch of power and influence will begin to pass to the next generation, Generation X (people born 1965-1976). Because of the heavy technology movement in the 1990s, Generation X began to dominate the

dot.com company explosion. Although many of those companies are now defunct, many of them survived in some form. Generation X will continue to dominate that scene.

Generation Y (born 1977-1997) or the Millennials, as they are sometimes called, are beginning have a mature social voice. This generation, more than the Baby Boomers or Generation X, are concerned with leadership authenticity, entrepreneurship, and social service. Civic responsibility is of major interest to this group.

Throughout history, the torch of power and influence has always passed to the next generation—however that normally happened slowly and methodically. In the near future, however, power and influence will be felt from the three dominant generations combined. This will occur because the innovative technology movement that is changing how we live and work will continue to be driven by the younger generations, and the emphasis on citizen empowerment will cause all generations to push for their voices to be heard in the shaping of culture and policy.

6. Increasing integrity of the whole person

Traditionally, we have related to people based on particular parts of them. In the workplace, we expected them to bring only their job skills to work and leave their family issues at home. With friends, we rarely related to their workstyles. Rather, we related to their personalities and values. All that is changing. People are demanding to be regarded as integrated wholes. For example, employees bring their personal problems to work. Many organizations have Employee Assistance Programs to address the needs of the whole person. Leaders of organizations see that by treating the employees' personal needs, their productivity on the job is likely to increase.

As performance has been becoming more a measure of one's worth in society and materialism has been more greatly emphasized, indicators of the nation's social health have been showing marked decrease since the 1970s. For example, the U.S. Social Index has dropped significantly since 1970, according to Marc Miringoff and Marque-Luisa Miringoff, sociologists at Fordham and Vassar respectively, who created this index and update it annually.⁸

There are higher levels of stress among most people who are trying to compete in the new economy. Higher stress and frustration levels are partially responsible for several social ills as reflected in U.S. Government statistics. Child abuse is on the increase. Child poverty, although down from its highest point, has increased as a percentage of all poverty cases. In the 1960s, most poverty existed among people over 65 years of age. Now greater poverty is in the children's group. Youth suicide is up. Drug use has increased significantly since the 1970s, but has shown some decline since 1996. The mental state of depression is on the increase. Eating disorders have experienced mammoth growth since 1970. Global AIDS cases are increasing. The rich/poor gap has generally widened, although it may have narrowed slightly in the last two years, according to some research I have read. We are materially much better off, in raw figures, than in the 1970s; however, we have much social and spiritual "dis-ease."

Spiritual intelligence. Because this tremendous social cost cannot continue without adverse effects, I believe that a countertrend is on the horizon. We are moving toward a social environment that emphasizes intrapersonal, or spiritual, intelligence. By *spiritual*, I mean the intangible part of humans as opposed to the physical part of humans. In fact, the trend is already in place. Over a thousand books now in print have the word *soul* in the title. There is great interest today, and will be even greater interest tomorrow, in the exploration and nurturing of the personal soul or self.

The highest level of personal maturity, in my opinion, is the ability to relate well to others. We have been endeavoring to do this since ancient times. However, I believe that it is impossible to understand others in order to relate to them until you first understand yourself. That is where spiritual intelligence enters the picture. For at least 10,000 years, we have observed that humans have dealt mostly with physical and intellectual abilities in relation to their manipulation of the external environment. We mostly work in that arena today.

However, with the release of Daniel Goleman's highly praised work, *Emotional Intelligence*, in 1995⁹, the work of understanding one's spiritual side became acceptable for discussion and study in the workplace and leadership circles. But there is more to the study of the soul than just the emotions (feelings). The soul also consists of the will (intent and motivation) and the intellect (the mind). St. Paul the Apostle in the New Testament of the *Holy Bible* used a Greek word for *soul* that has the same root as does the word *psychology*. Thus, when I refer to *soul*, I am referring to the *self*.¹⁰

The spiritual arena involves much more and can enter great theological study and debate. However, that is beyond the scope of this presentation. The soul has three basic needs: safety, community, and validity. In other words, the soul or self must feel safe, belong to at least one supportive group, and feel that its life has purpose and meaning (and that this purpose and meaning is being lived out and validated by others). People sometimes will go to great extremes to get these three needs met.

As one moves up the ladder of individual maturity, the intelligence necessary to function at a particular level has historically been predominately instinctive to either male or female and has thus tipped the power equation in favor of a particular gender depending on the skills necessary for power at the time. For example, a majority of males throughout history have been naturally stronger physically than females. They could then be more successful in clearing forests, digging for gold, laying railroad tracks, and other physically demanding chores in the early U.S. westward expansion. When physical prowess was necessary for success, then males dominated. They exercised power. As we have had technological advances to replace physical work and have moved up the ladder of maturity wherein less physical prowess and more intellectual ability is demanded to do society's work, then females have had a chance to exercise their intellectual expertise in the workplace. In an environment where intellect is required for power, then eventually power can be distributed equitably between male and female.

In fact, it is possible that as we move into spiritual and relational maturity levels, female power will dominate in society because spiritual and relational intelligence, it is popularly believed, is more instinctual to females. To keep social balance, it is necessary

to be aware of the need for both males and females to master the skills for climbing to the more mature levels together in order to create a balanced, androgynous society. To ignore this subtle, but real shift, could cause too much power to shift to the female side of the power equation and thereby provoke social chaos as has occurred when the power was weighted too much on the male side of the social equation.

As a last comment on this subject: just because one is naturally inclined to function better at a specific maturity level doesn't mean that one who is less naturally inclined will be less skilled. That person who has less natural inclination will need to be aware of the need, acquire the necessary skills, and work hard to function well. The idea is to move to shared social power, not dominant power.

Relational intelligence. When people have their spiritual needs met, they can then possess the capability of relating to others in a healthy manner. At the highest level, nations have a chance to negotiate world peace. However, we have a lot of work to do before this happens. Building healthy relationships requires civility, commitment, compassion, and connection. Much of this is not happening today.

A recent study, *Aggravating Circumstances*, by Public Agenda, funded by the Pew Charitable Trusts, found that “eight in 10 Americans say a lack of respect and courtesy is a serious problem.”¹¹ Civility is declining in America. Yet, relationships fail without civility. America is heading in a dangerous direction relationally.

Relationship building also takes a commitment to finding a point of unity. Although people may have differing philosophies and values on several levels, there must be a level whereupon people can agree in order to move forward. Power in the new economy comes from people moving in the same direction—teamwork. An example of this can be found in observing the large, beautiful, awesome Clydesdale horses at work. One Clydesdale can pull a heavy load, but eight Clydesdales working in unison can pull a small cruise ship. That's the power of unity—the power of one—the power of teamwork.

The ability to connect is also important to relationships. This skill takes good communication techniques. It is important to know emotional triggers and personal motives in oneself and to determine emotional triggers and motives in others in order to connect at some level and find common values. Only by connecting based on common values can the principle of unity bring the power to move forward.

Compassion, in my opinion, is also a necessary ingredient in relationship building. *Compassion* is applied empathy. *Sympathy* feels for someone in pain. *Empathy* feels with someone in pain. *Compassion* takes action to alleviate another's pain. Compassion can be applied on every level from individual to global. It is reasonable to conclude that the higher the score on the Social Capital Index mentioned earlier in this presentation, the higher the group compassion effort probably turns out to be.

Age of Spirituality is approaching. I believe that a countertrend is gaining momentum. As materialism and competitiveness are continuing to promote a performance-based society and the ingredients of relationship building are becoming increasingly scarce, people are seeing the need to become more introspective and to conquer the last two

remaining frontiers—understanding oneself and understanding and relating to others in a healthy manner. Our very existence depends on it.

This movement to explore these new frontiers will usher in the Age of Spirituality. Researchers will explore the human brain and open up new disciplines of brain science. Intense research of human hormones will be conducted to identify exact roles they play in the emotions and human behavior. Science will seek to prove the existence (or nonexistence) of God and how communication from master universal intelligence takes place with humans (or does not take place with humans). Cloning experts, especially in Europe, will continue to explore the physical cloning of humans. The Age of Spirituality will explore the cloning of the soul. Is that even possible? The research in this new era will be sophisticated and deep. New bioethical issues will emerge and become subjects of moral and legal debate. Many enigmatic human questions over the ages will be answered in the next half century. These examples are only a few of the areas that will be explored in the rapidly approaching Age of Spirituality. Today we are in the Information Age, having just officially left the Industrial Age in the early 1990s.

Time and progress march on! My, what an exciting time to be alive!

Endnotes

1. Information concerning transmission speed is from an article by Graham T.T. Molitor entitled "Forces Transforming Communications," *The Futurist*, September-October, 2001, pages 32-37. *The Futurist* is published by the World Future Society, 7910 Woodmont Avenue, Suite 450, Bethesda, Maryland 20814. Web: <www.wfs.org>. Telephone: 301-656-8274.
2. Estimates of Foreign Direct Investment (FDI) in the United States came from my personal analysis using data from the U.S. Bureau of Economic Analysis web site <www.bea.gov> and *The Kiplinger Letter*, Washington, April 26, 2002, page 1.
3. Information on attitudes of the Class of 2001 in the Northwestern Mutual study can be obtained by contacting Deanna L. Tillisch, Director of Generation 2001 Study, Northwestern Mutual, 720 E. Wisconsin Avenue, Milwaukee, WI 53202, 414-665-2705, <www.northwesternmutual.com>.
4. Source of information on U.S. competitive position in the innovation arena is from Carolyn Corbin's book *Great Leaders See the Future First*, Dearborn, Chicago, 2000. Her source of information was the Council on Competitiveness newsletter, *Challenges*, 12, no. 1 (Winter 1999): 6. The Council on Competitiveness can be found at <www.compete.org> and 202-682-4292.
5. A thorough discussion of social capital and the Social Capital Index with correlating social factors can be found in Robert D. Putnam's *Bowling Alone: The Collapse and Revival of American Community*, Simon & Schuster, New York, 2000.
6. The discussion of the semipure form of capitalism appears in Carolyn Corbin's book *Great Leaders See the Future First*, Dearborn, Chicago, 2000. Her research on the subject came from Lester C. Thurow's book *The Future of Capitalism*, William Morrow, New York, 1996.
7. Full discussion of gender balance and diversity issues can be read in Carolyn Corbin's *Great Leaders See the Future First*, Dearborn, Chicago, 2000.
8. Information on our nation's social health can be found in Beth Burgess' "economy in numbers: America's Social Health, Then and Now," *Dollars & Sense*, 11-01-1999, pages 38-39, and Ray Suarez's "Talk of the Nation" show on National Public Radio, Washington D.C., *Social Health Index*, 7-23-1997 according to elibrary, Infonautics Corporation, an elibrary resource at web site <www.elibrary.com>.
9. Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.
10. Discussion of the human spiritual maturity level can be found in Carolyn Corbin's *Great Leaders See the Future First*, Dearborn, Chicago, 2000.
11. Details on what Americans think about courtesy, manners, rudeness and respect can be found on Public Agenda's web site <www.publicagenda.org> in the study *Aggravating Circumstances*, released in 2002.

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